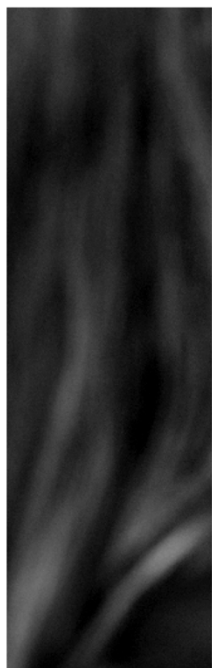


ITERA

REMUNERATION REPORT



2021

Make a difference

Contents

1 Key developments in remuneration 2021 3

- 1.1 Overall Group performance in 2021 3
- 1.2 Key developments in Board remuneration in 2021 3
- 1.3 Key developments in executive remuneration in 2021 3

2 Remuneration of the Board of Directors 4

- 2.1 Remuneration policy 4
- 2.2 Remuneration composition 4
- 2.3 Board remuneration benchmark 4
- 2.4 Board and committee fee levels 2020/2021 5
- 2.5 Board remuneration 2021 5
- 2.6 Shareholdings by the Board 5

3 Remuneration of Executive Management 6

- 3.1 Remuneration principles 6
- 3.2 Remuneration composition 6
 - 3.2.1 Base salary 6
 - 3.2.2 Short-term incentives 6
 - 3.2.3 Pension 6
 - 3.2.4 Benefits 6
 - 3.2.5 Long-term incentives 6
- 3.3 Executive remuneration benchmark 7
- 3.4 Executive remuneration in 2021 7
- 3.5 Short-term incentive programme 2021 7
- 3.6 Long-term incentive programmes 2021 8
- 3.7 Shareholdings by Executive Management 9

4 Remuneration and Group Performance 2017 – 2021 10

- 4.1 Board remuneration 2017–2021 10
- 4.2 Executive remuneration, employee remuneration and Group performance 2017–21 11

The Board of Directors' statement on the Remuneration Report 12

Independent auditor's statement on the Remuneration Report 13

1 Key developments in remuneration 2021

1.1 Overall Group performance in 2021

Itera's core digital business grew by 19% to NOK 498 million. In total, Itera grew in total by 3% to NOK 615 million. This includes the data centre operations which is under transformation and will be sunset once the remaining customer portfolio has been migrated to the cloud. To this end, Itera invested close to NOK 18 million in developing a world-class Cloud Centre of Excellence.

Operating margin in the core digital business increased from 11.9% to 13.0%. Total operating margin including the data centre operations decreased from 10.2% to 9.3%.

1.2 Key developments in Board remuneration in 2021

At the Annual General Meeting in May 2021 all members of the Board were re-elected, maintaining the number of Board members at 6, consisting of 4 shareholder-elected and 2 employee-elected members. The gender balance was maintained at 50/50. The Annual General Meeting adopted a Remuneration Policy which is applicable to the Board in 2021 and onwards. Also, it was approved to adjust the Board remuneration level for 2020/2021 by 8-10% since these had not been adjusted for five years. Remuneration for participation in sub-committees was unchanged. Remuneration levels are approved in arrears by the Annual General Meeting for the past twelve months.

The changes totalled an increase in base fees, Board committee fees and Nomination committee fees from NOK 1,095,000 to NOK 1,184,000, which represents an increase of 8.1%. The members of the Board receive 50% of the expected base fee as an advance in the current year, with the residual base fee and committee fees are paid in arrears the subsequent year after the approval in the Annual General Meeting.

All remuneration in 2021 to the Board has been in line with the approved Remuneration Policy. Paid and

accrued compensation to the Board and Nomination committee for 2021 was NOK 1,461,500 compared to NOK 1,035,000 in 2020. This includes consulting fees to the Chair of the Board in 2021 of NOK 293,000 vs none in 2020. Reimbursement of travel expenses for international Board member has not been included as it's purely coverage of out-of-pocket costs.

1.3 Key developments in executive remuneration in 2021

In accordance with the decision at the Annual General Meeting in March 2020 the remuneration of executives during 2020 has been governed by the Remuneration Principles adopted in 2019. All remuneration in 2020 to Executive Management was in line with the approved Remuneration Principles. Total remuneration to Executive Management amounted to NOK 16.5 million as compared to NOK 17.2 million in 2020. This included gains from long-term incentive plans of NOK 2.2 million (NOK 3.9 million), Short-term incentives of NOK 0.6 million was paid out on the basis of performance in 2020. This represented between 44% and 86% of the targets for the various Executives. The CEO received 86% of his targeted short-term incentives. Accruals have been made for short-term incentives based on the performance in 2021 ranging from 111% to 123% of the targets. The CEO reached 121% of his targets for the year. Payments of the short-term incentives for 2021 were made in March of 2022. Details of the programme is found in section 3.5.

The Norwegian parent and subsidiary companies in which every one of the Executive Management are employed have annual salary adjustments per 1 July. The average adjustment to target salary, which includes base salary and short-term incentives (cash bonuses), was 2.4%. The target salary of the CEO was adjusted by 2.0%.

2 Remuneration of the Board of Directors

2.1 Remuneration policy

The Group's Remuneration Policy adopted at the Annual General Meeting in May 2021 provides the framework for the remuneration of the Board of Directors (the Board) in 2021. The policy is available on [itera.com](https://www.itera.com), under the General Assembly section of the Investor Relations pages [Executive Remuneration Policy 2021 \(English\)](#)

There has been no deviation from the Remuneration Policy in the 2021 remuneration of the Board.

2.2 Remuneration composition

The remuneration of Itera's Board comprises fixed fees for the Chairman, shareholder-elected members and employee-elected members and fixed fees for chairs and members of sub-committees to the Board. In addition, the Board members are compensated for any documented international travel expenses.

The remuneration of the Board and its sub-committees is approved annually in arrears by the Annual General Meeting (AGM) held in May for the 12-month period since the last AGM. The Board members receive an advance of 50 percent of last year's fees at the beginning of the period and the remaining fees along with the sub-committee fees after the AGM approval the following year.

Board members are authorised to enter into limited consulting agreements with the Group in the event the Group requests services that clearly go beyond the scope of normal Board work. In such cases, the Board member will sign a separate agreement with the Group for the scope of work and remuneration for this. The entire Board will be notified if any such agreements are entered into and the rationale behind this. In 2021, such agreement was entered into with the Chairman Morten Thorkildsen. The scope and remuneration for this are described in section 2.5.

2.3 Board remuneration benchmark

The Nomination committee use benchmarking reports as well as comparisons with peer companies within the same industry in their evaluation of Board remuneration. Itera participated in the survey of Board remuneration for listed and public companies carried out by Norsk Institutt for Styremedlemmer ("the Norwegian Institute for Board Members") in 2021. The survey contained data submitted by 63 companies as well as data from annual reports and protocols from annual general meetings of another 153 companies. 168 of the companies were listed companies.

The survey revealed the following positioning relative to listed companies in Norway:

Role:	Benchmark – listed companies in Norway
Chair	Below the lower quartile
Member – shareholder elected	Below the lower quartile
Member – employee elected	Less than 25% of average
Chair of Nomination Committee	Between the lower quartile and the median
Member of the Nomination Committee	Below the lower quartile
Chair of the Audit Committee	Below the lower quartile
Member of the Audit Committee	Below the lower quartile
Chair of the Compensation Committee	Below the lower quartile
Member of the Compensation Committee	Below the lower quartile

2.4 Board and committee fee levels 2020/2021

The following fee structure was approved by the Annual General Meeting on 25 May 2021 for the term May 2020 – May 2021:

<i>NOK thousand</i>	Board	Audit Committee	Remuneration Committee	Nomination Committee
Chair	350	25	15	30
Member	220	20	10	15
Member (employee elected)	22			

2.5 Board remuneration 2021

The table below includes the actual total remuneration of each Board member in 2021. It's the Nomination Committee that proposes the fees to the Annual General Meeting for approval.

<i>NOK thousand</i>	Role*	Fixed base fee	Fee for committee work	Ad hoc consulting	Total
Morten Thorkildsen	BC, RM	363	10	293	666
Jan-Erik Karlsson	BM, RC	230	15		245
Gyrid Skalleberg Ingerø	BM, AM	230	20		250
Marianne Killengreen	BM, AC	230	25		255
Andreas Almquist	BM-E	23			23
Anne Perez	BM-E	23			23
Total Board		1,099	70	293	1,462

Nomination Committee:

Bjørn Wicklund	NC		30		30
Olav Gamst-Pedersen	NM		15		15
Fredrik Thoresen	NM		15		15
Grand total		1,099	130	293	1,522

*) BC = Board chair, BM = Board member, BM-E = Board member – employee elected, AC = Audit Committee chair, AM = Audit Committee member, NC = Nomination Committee chair, NM = Nomination Committee member, RC = Remuneration Committee chair, RM = Remuneration Committee member

Annual fixed base fees were increased at the Annual General Meeting in May 2021 by 7.6% for the Board chair and 10% for the Board members. As fees are approved retroactively for the term since the last Annual General Meeting, the fees paid in 2021 include a true-up for the second half of 2020.

2.6 Shareholdings by the Board

As of 31 December 2021, the Board held shares in Itera as follows:

	At the beginning of the year	Additions during the year	Sold/ transferred during the year	At the end of the year	Market value NOK thousand
Morten Thorkildsen	38,998	28,000	0	66,998	1,022
Jan-Erik Karlsson	320,376	0	0	320,376	4,886
Gyrid Skalleberg Ingerø	38,000	0	0	38,000	580
Marianne Killengreen	0	0	0	0	0
Andreas Almquist	99,255	19,723	0	118,978	1,814
Anne Perez	436	1,112	0	1,548	24
Total	497,065	48,835	0	545,900	8,325

The market value is based on the last quoted share price of NOK 15.20 per the last trading day of 2021. The holdings include any shares held through own investment companies.

3 Remuneration of Executive Management

3.1 Remuneration principles

The Remuneration Policy adopted by the Annual General Meeting in May 2021 provides the framework for the remuneration of Executive Management in 2021. The Remuneration Principles are available on [itera.com](https://www.itera.com/en/investor-relations), in the Investor Relations section (under General Assembly):

<https://www.itera.com/en/investor-relations>

The 2021 remuneration of executives did not deviate from the Remuneration Principles and was therefore in line with the Remuneration Policy.

3.2 Remuneration composition

Remuneration packages for executives comprise a base salary, a short-term cash-based incentive, a long-term share-based incentive, a pension contribution (standard scheme for all Norwegian Group entities) and other benefits. The fixed remuneration enables the executives to take decisions with a long-term perspective in mind without undue considerations for short- or long-term incentives. The variable remuneration is designed to promote performance in line with the Group's strategy and to further align the interests of executives and shareholders.

3.2.1 Base salary

The Norwegian parent and subsidiary companies in which every one of the Executive Management are employed have annual salary adjustments per 1 July. The average adjustment to target salary, which includes base salary and short-term incentives (cash bonuses), was 2.4%. The target salary of the CEO was adjusted by 2.0%.

For the CEO and one other executive base salary also include the value of a company car.

3.2.2 Short-term incentives

Itera has short-term incentive programmes in the form of cash bonuses linked to the achievement of performance targets set by the Board at the beginning of the year. For executives the target short-term incentives are 15-30% of the base salary.

3.2.3 Pension

All employees in Norway, including the executives, have a defined contribution pension plan. The

contribution is defined on the basis of the National Insurance basic amount, which is index adjusted every May. The basic amount was increased from NOK 101,351 to NOK 106,399 on 1 May 2021. Itera contributes 4% of the base salary in the range of 1 to 7.1 basic amounts (currently NOK 106,399 to NOK 755,433) and 9.5% of the base salary in the range of 7.1 to 12 basic amounts (currently NOK 755,433 to NOK 1,276,788).

3.2.4 Benefits

Benefits include lower value taxable benefits received by all Norwegian employees, such as coverage of broadband expenses, life and travel insurance, canteen contribution, etc.

3.2.5 Long-term incentives

Itera uses long-term incentives (LTI) in terms of share option and/or share purchase programmes to attract and retain executives and key employees and align their incentives with those of the shareholders. In 2021, one executive was awarded 100,000 share options. 1/3 of the options may be exercised after 3 years and the remaining after 4 years, both during a two-week window. Options are retired if the executive leaves the Group before having exercised the eligible options. The strike price was set to the weighted average stock price in the two weeks prior to being awarded. The strike price is not adjusted for any dividends paid in the period.

The other four executives accepted an offer to purchase 30-50,000 restricted shares each. The restrictions include a prohibition to sell the shares for 3 years after the acquisition date and the Itera's option to buy back the shares should the executive resign from the Group in this 3-year period. The offer price of the shares was set to the weighted average stock price in the two weeks prior to the transaction, less a market valuation discount calculated at 25% as a result of the restrictions on the shares. In the event, Itera makes use of its option to buy back the shares from participants who resign, the price will be set at the then-current weighted average share price the two weeks prior to calling the option, less the original discount. If the participant resigns from the Group after 2 years but before 3 years after the transaction, Itera's buy-back option is only applicable to 1/3 of the shares.

Given that the discount is an objectively calculated valuation discount, this doesn't trigger any taxable gain on the part of the participant, nor any social security charges for the Group. As such, the participation is not visible in the remuneration overview of the executives.

3.3 Executive remuneration benchmark

Executive remuneration will be evaluated annually against other listed IT Consulting and other relevant companies in the Nordic when more detailed reporting is available after the new requirements in 2021. Peer evaluation of the CEO remuneration suggests that Itera's CEO is remunerated less than the average.

3.4 Executive remuneration in 2021

<i>NOK thousand</i>	Base salary	Short-term incentive	Pension	Benefits	Total	Long-term incentive	Total	Fixed	Variable
Arne Mjøs (CEO)	2,436	869	90	13	3,409	9	3,418	74%	26%
Bent Hammer (CFO)	1,785	421	88	15	2,310	39	2,349	80%	20%
Mette Mowinckel (CHRO)	1,315	301	93	15	1,724	52	1,776	80%	20%
Jon Erik Høgberg (COO)	1,699	489	83	12	2,283	9	2,292	78%	22%
Anine Ragnif (COO Norway)	1,426	334	84	14	1,859	78	1,937	79%	21%
Total	8,661	2,414	439	70	11,583	188	11,772	78%	22%

CEO=Chief Executive Officer, CFO=Chief Financial Officer, COO=Chief Operating Officer, CHRO=Chief Human Resource Officer

The short-term incentive is the accrued amount based on the current year's (2021) performance. Long-term incentives represent the vested share option costs.

3.5 Short-term incentive programme 2021

Itera has short-term incentive programmes in the form of cash bonuses. Such incentive programmes are in place for both executives and non-executives. The Group is following up on a wide range of financial and non-financial targets. Each year Itera decides on 2-5 specific financial and/or operational targets (Key Performance Indicators – KPIs) which are regarded as particularly important for the Group's performance and future development. These form the basis of the short-term incentive pay-out structure. The selected KPIs may vary somewhat for different positions and levels in the organisation.

For 2021, the short-term incentive programme and performance was as follows for the executive management:

Executive	KPI	Weight	Performance index	Pending payout (NOK thousand)
Arne Mjøs (CEO)	Core digital business revenue growth	50%	121%	436
	Core digital business EBIT margin	50%	120%	433
	Total	100%	120%	869
Bent Hammer (CFO)	Core digital business revenue growth	50%	121%	211
	Core digital business EBIT margin	50%	120%	210
	Total	100%	120%	421
Mette Mowinckel (CHRO)	Core digital business revenue growth	50%	121%	151
	Core digital business EBIT margin	50%	120%	150
	Total	100%	120%	301
Jon Erik Høgberg (COO)	Core digital business EBIT margin	40%	120%	192
	Nearshore revenue growth	30%	123%	148
	Nearshore EBIT margin	30%	124%	149
	Total	100%	122%	489
Anine Ragnif (COO Norway)	Core digital business revenue growth	40%	121%	145
	Core digital business EBIT margin	20%	120%	72
	Utilisation Norway	40%	98%	118
	Total	100%	111%	334

3.6 Long-term incentive programmes 2021

The executives had the following long-term incentive programmes in terms of share options:

Name and position of executive	The main conditions of share option programmes						Information regarding the reported financial year				
	Plan	Award date	Share options awarded	Vesting period	Exercise period	Strike price ¹	Opening balance	During the year			Closing balance
							Share options	Share options awarded	Share options exercised	Gains on share options exercised	Share options
Arne Mjøs (CEO)	2017	28 Jun 17	123,840	4 years	1-15 Jun 21	6.42	57,960		57,960	410,357	0
Bent Hammer (CFO)	2017	28 Jun 17	123,840	4 years	1-15 Jun 21	6.42	123,840		123,840	876,787	0
	2021	22 Jun 21	100,000	4 years	1-14 Jun 25	13.50		100,000			100,000
Mette Mowinckel (CHRO)	2020	30 Jun 20	100,000	4 years	1-15 Jun 24	11.46	100,000				100,000
Jon Erik Høgberg (COO)	2017	28 Jun 17	123,840	4 years	1-15 Jun 21	6.42	57,960		57,960	410,357	0
Anine Ragnif (COO Norway)	2020	30 Jun 20	150,000	4 years	1-15 Jun 24	11.,46	150,000				150,000

1) Strike price in NOK per share.

3.7 Shareholdings by Executive Management

	At the beginning of the year	Additions during the year	Sold/ transferred during the year	At the end of the year	Market value NOK thousand
Arne Mjøs*	26,848,214	414,817	0	27,263,031	415,761
Bent Hammer	380,315	126,063	0	506,378	7,722
Mette Mowinckel	4,594	30,000	0	34,594	528
Jon Erik Høgberg	782,045	185,914	0	967,959	14,761
Anine Ragnif	1,744	42,223	0	43,967	670
Total	28,016,912	799,017	0	28,815,929	439,443

*) Includes 2,800,000 and 2,400,000 shares held on future contract at beginning and end of year, respectively.

4 Remuneration and Group Performance 2017 – 2021

4.1 Board remuneration 2017–2021

A summary of the development of the Board base remuneration, including remuneration for any committee, in the five-year period 2017–2021 is provided in the table below.

<i>NOK thousand</i>	Term	2016	2017	2018	2019	2020	2021
Morten Thorkildsen	2014 -	325	336	335	335	335	373
<i>% annualised change</i>			3%	0%	0%	0%	8%
Jan-Erik Karlsson	2011 -	215	215	215	215	215	245
<i>% annualised change</i>			0%	0%	0%	0%	10%
Gyrid Skalleberg Ingerø	2017 -		100	220	220	220	250
<i>% annualised change</i>			0%	10%	0%	0%	10%
Marianne Killengreen	2020 -					113	243
<i>% annualised change</i>			N/A	N/A	N/A	0 %	10%
Andreas Almquist *	2020 -					10	23
<i>% annualised change</i>			N/A	N/A	N/A	N/A	10%
Anne Perez *	2020 -					10	23
<i>% annualised change</i>			N/A	N/A	N/A	N/A	10%
Mimi K. Berdal	2003-20	215	225	225	225	125	
<i>% annualised change</i>			5%	0%	0%	0%	N/A
Eli Giske	2016-17	100	100				
<i>% annualised change</i>			0%	N/A	N/A	N/A	N/A
Charlotte Bech Blindheim *	2018-20			10	20	10	
<i>% annualised change</i>			N/A	N/A	0%	0%	N/A
Erik Berg Solheim *	2018-20			10	20	10	
<i>% annualised change</i>			N/A	N/A	0%	0%	N/A
Odd Hafid Khalifi *	2016-18	10	20	10			
<i>% annualised change</i>			0%	0%	N/A	N/A	N/A
Berit Klundseter *	2016-18	10	20	10			
<i>% annualised change</i>			0%	0%	N/A	N/A	N/A
Total		995	1,016	1,035	1,035	1,048	1,156
Change			2%	2%	0%	1%	10%

*) Employee-elected board members

Board elections are ordinarily performed at Annual General Meetings in May, with annual fees split in two semesters. Final annual fees are approved retroactively at the Annual General Meeting, whereas half of the fee is paid in advance and the second half together with any true-up as a result of fee changes is paid in arrears.

Chairperson of the Board:

<i>NOK thousand</i>	2016	2017	2018	2019	2020	2021
Base fee	325	325	325	325	325	363
Committee work		10	10	10	10	10
Fee for ad hoc tasks and		0.8				293
Total		336	335	335	335	666

The chairperson has during 2021 provided consulting work for Itera related to business and partner development.

4.2 Executive remuneration, employee remuneration and Group performance 2017–21

A summary of the development of the executive remuneration, of employee remuneration and of Group performance in the five-year period 2017–2021 is provided in the tables below.

<i>% change (annualised)</i>	2016	2017	2018	2019	2020	2021
Arne Mjøs (CEO)		9%	-11%	14%	-3%	9%
Bent Hammer (CFO)		15%	-9%	25%	-10%	12%
Mette Mowinckel (CHRO) ¹		N/A	N/A	N/A	N/A	5%
Jon Erik Høgberg (Group COO)		14%	-8%	12%	-1%	10%
Anine Ragnif (COO Norway) ²		N/A	N/A	N/A	N/A	27%

1) Mette Mowinckel started 1 February 2020, replacing a non-executive HR Manager. 2) Anine Ragnif started 1 March 2020 in new executive role as COO of the Norwegian business.

Employee remuneration:

	2017	2018	2019	2020	2021
Average remuneration growth	-4.0%	1.2%	4.1%	3.5%	1.0%
CEO/Employee ratio	7	6	5	7	5

A large number of Itera's employees are located in Eastern Europe. Many of these are legally organised as Private Entrepreneurs, which is a common form of company affiliation instead of regular employment. The average remuneration is impacted by the distribution of employees across countries with varying salary levels, exchange rate fluctuations and impact of short-term and long-term incentive programmes among others.

Group performance:

	2017	2018	2019	2020	2021
Group:					
Sales growth	11.8%	11.9%	5.5%	9.8%	2.9%
Operating profit growth	15.2%	8.9%	31.3%	11.3%	-6.3%
Core digital business:					
Sales growth				10.0%	19.2%
Operating profit growth				9.8%	30.3%

Core digital business is Group figures excluding the data centre operations which has been under transformation since 2020 and was discontinued in April 2022.

The Board of Directors' statement on the Remuneration Report

The Board of Directors has today considered and adopted the Remuneration Report of Itera ASA for the financial year 2021. The Remuneration Report is prepared in accordance with section 6-16 of the Norwegian Company Act.

The Remuneration Report will be presented to the Annual General Meeting 2022 for an advisory vote.

Oslo, 28 April 2022

Morten Thorkildsen
Chairman

Marianne Killengreen
Board Member

Jan-Erik Karlsson
Board Member

Gyrid Skalleberg Ingerø
Board Member

Andreas Almquist
Board Member

Anne Nyseter Perez
Board Member

Independent auditor's statement on the Remuneration Report

To the shareholders of Itera ASA:



To the General Meeting of Itera ASA

Independent auditor's assurance report on report on salary and other remuneration to directors

Opinion

We have performed an assurance engagement to obtain reasonable assurance that Itera ASA report on salary and other remuneration to directors (the remuneration report) for the financial year ended 31 December 2021 has been prepared in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

In our opinion, the remuneration report has been prepared, in all material respects, in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

Board of directors' responsibilities

The board of directors is responsible for the preparation of the remuneration report and that it contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and for such internal control as the board of directors determines is necessary for the preparation of a remuneration report that is free from material misstatements, whether due to fraud or error.

Our independence and quality control

We are independent of the company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. Our firm applies International Standard on Quality Control 1 (ISQC 1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the remuneration report contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and that the information in the remuneration report is free from material misstatements. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information".

We obtained an understanding of the remuneration policy approved by the general meeting. Our procedures included obtaining an understanding of the internal control relevant to the preparation of the remuneration report in order to design procedures that are appropriate in the circumstances, but

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